



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY CADET COMMAND**  
**FORT MONROE, VIRGINIA 23651-5000**

REPLY TO  
ATTENTION OF

ATCC-SC (145)

9-Oct-98

MEMORANDUM FOR Professors of Military Science

SUBJECT: Battalion Operations Guide (BOG)

1. The revised Battalion Operations Guide serves as both an excellent management and informational tool. Its design provides a generic plan to assist battalions in their overall mission accomplishment. Additionally, it provides a solid foundation for battalion operations as well as a vision for the future.

2. This Battalion Operations Guide incorporates the latest comments from the field and, although not regulatory in nature or all encompassing, describes most tasks/actions that are applicable to most battalions. In that the BOG is a "living document," we will continue to update it periodically to keep the field force informed and current.

3. Any comments or suggestions regarding the Battalion Operations Guide should be directed to the Commandant, School of Cadet Command, ATTN: ATCC-SC, Fort Monroe, Virginia 23651-1111.

Encl

STEWART W. WALLACE  
Major General, U.S. Army  
Commanding

CF:

Cdr, U.S. Army First Region (ROTC)  
Cdr, U.S. Army Second Region (ROTC)  
Cdr, U.S. Army Fourth Region (ROTC)  
Brigade Commanders, U.S. Army Cadet  
Command  
HQ, U.S. Army Cadet Command,  
ATTN: Directors/Special Staff

# **BATTALION OPERATIONS GUIDE**

## **TABLE OF CONTENTS**

<b><u>SECTION</u></b>	<b><u>PAGE</u></b>
<b><u>SECTION I:</u></b> CADET COMMAND MISSION STATEMENT AND MISSION ESSENTIAL TASK LIST (METL)	3
<b><u>SECTION II:</u></b> SAMPLE BATTALION TASK LIST	4
<b><u>SECTION III:</u></b> SAMPLE BATTALION ORGANIZATION	10
<b><u>SECTION IV:</u></b> DUTY DESCRIPTIONS	11
<b><u>SECTION V:</u></b> DEFINITIONS	14
<b><u>SECTION VI:</u></b> GLOSSARY OF ABBREVIATIONS	33

## **SECTION I**

### **CADET COMMAND MISSION STATEMENT**

TO COMMISSION THE FUTURE OFFICER LEADERSHIP OF THE U.S. ARMY AND  
MOTIVATE YOUNG PEOPLE TO BE BETTER CITIZENS.

### **MISSION ESSENTIAL TASK LIST**

1. **MARKET** THE UNIVERSITY AND LOCAL COMMUNITY TO SET THE ENVIRONMENT FOR RECEPTIVENESS OF ARMY OFFICERSHIP.
2. **RECRUIT** QUALITY CADETS INTO THE BATTALION TO ENSURE A SELECTION POOL OF THE BEST POSSIBLE CADETS FOR CONTRACTING AND COMMISSIONING.
3. **TRAIN** CADETS TO STANDARD ON ALL PRECOMMISSIONING TASKS AND DEVELOP THEIR DEMONSTRATED LEADERSHIP PERFORMANCE AND POTENTIAL TO PERFORM AS LIEUTENANTS IN THE U.S. ARMY.
4. **MOTIVATE** CADETS TO COMMIT TO SERVICE TO OUR NATION.
5. **RETAIN** THE BEST QUALITY CADETS TO ACHIEVE THE ASSIGNED COMMISSION MISSION.
6. **DEVELOP LEADERS** TO SERVE AS OFFICERS IN OUR ARMY USING THE LEADERSHIP DEVELOPMENT PROGRAM (LDP).
7. **ACCESS** EACH CADET'S QUALIFICATION FOR COMMISSIONING.
8. **COMMISSION** QUALITY CADETS IN NUMBERS SUFFICIENT TO MEET THE ARMY REQUIREMENTS FOR SECOND LIEUTENANTS.
9. **JROTC SUPPORT:**
  - a. **SUSTAIN** JROTC OPERATIONS ON A CONTINUING BASIS TO SUPPORT THE VARIOUS FUNCTIONS PERFORMED BY THE UNIT.
  - b. **EXPAND** THE NUMBER OF JROTC PROGRAMS IN ACCORDANCE WITH QUANTITATIVE AND QUALITATIVE GUIDANCE.

## SECTION II

### SAMPLE BATTALION TASK LIST

*PERFORMED BY WHO CODES*

7 = 71L / ADMIN TECH  
 9 = 92Y / SUPPLY TECH  
 A = ADMIN APMS  
 E = EVERYBODY  
 L = LOGISTIC APMS

O = OPERATIONS NCO  
 P = PMS  
 R = ROO APMS  
 S = SENIOR NCO  
 T = TRAINING NCO

TASK	Who	MONTH PERFORMED												As Needed
		A	S	O	N	D	J	F	M	A	M	J	J	
Process and tele-communicate cadet database changes to region	7	X	X	X	X	X	X	X	X	X	X	X	X	X
Prepare ROTCMSS pre-cert report for PMS signature	7	X	X	X	X	X	X	X	X	X	X	X	X	X
Ensure the establishment of contracted cadet dental ID record	7	X												
Prepare and submit scholarship rosters to university	7	X				X								X
Submit list of cadets with VIP parents (COL and above)	7	X												X
Brief scholarship cadets on scholarship payment procedures	7	X	X				X							
Screen cadet records and request waivers	7	X	X											X
Review Advanced Camp paperwork to prepare Accession packets	7	X												
Complete all cadet disenrollment actions	7		X								X			X
Initiate NAC for cadets	7		X											X
Submit files to be retained at higher HQs	7		X											
Submit requests to revoke GRFD prior to accession packet turn-in	7		X											
Request commissioning packets	7			X				X				X		
Submit scholarship payment forms	7			X				X						X
Validate scholarship to ensure 45 day obligation has been met	7			X				X						X
Schedule physical exams for cadet training	7				X		X							X
Initiate SBI for MI selectees	7					X								
Request and file end of term grades for cadets	7					X				X			X	
Complete probation letters	7						X					X		X
Process packets for cadets granted educational delay	7						X							
Request & submit interim and final Basic Camp transcripts	7						X					X		
Screen cadet records to ensure all contracted cadets have NACs	7						X							
Submit requests for scholarship cadets summer school attendance	7							X						
Process medical exams and student records IAW camp SOP	7								X	X				
Prepare orders for cadre going to camps	7								X					
Submit requests for deferment of cadets from advanced camp	7								X					
Select and publish orders for cadets attending training	7								X					X
Complete processing for Advanced Camp	7									X				
Obtain ticket for cadets attending camps & CPDT	7									X				X

TASK	Who	MONTH												As Needed
		A	S	O	N	D	J	F	M	A	M	J	J	
Prepare and submit cadet records for camps to region	7								X					
Submit extension of scholarship benefits requests	7								X					X
Submit military institutional representatives for advanced camp	7								X					
Coordinate and process medical exams	7													X
Inprocess and outprocess all cadre	7													X
Maintain postal account	7													X
Prepare and submit all cadre personnel actions	7													X
Prepare and submit cadet action requests	7													X
Request DD 1610 for cadre travel to pre-camp conference	7													X
Review SMP contracts and GRFD documents	7													X
Schedule physicals; conditionally contract	7													X
Submit 201 files and OMPF to region for commissionees	7													X
Submit and review of LOAs	7													X
Complete CC form 192-1-R for nurse cadets and forward to BDE	7/P	X												X
Compare & review school invoice w/ Obligated Tuition Fee Report	7P													X
Prepare & submit 257 Monthly Pay Report to HQ CC	7/P	X	X	X	X	X	X	X	X	X	X	X	X	
Update the directory module	7/R		X				X					X		X
Schedule basic camp prospect physicals	7/R						X							X
Complete conditional contracts before end of term	7/R/P					X				X				
Initiate & submit accession packets	7/T		X							X				
Inspect clothing/equip/records of cadets going to camp	7/9										X			
Prepare and submit travel requests & settlements for cadre & cadets	7/E													X
Order MREs and supplies for all FTXs	9	X												X
Order name tags, tapes and ID tags for new cadets	9	X												X
Submit laundry contract request	9		X			X			X			X		
Update signature cards	9		X											X
Check availability of ribbons, medals, & certificates for awards	9				X				X				X	
Update Army and University hand receipts	9				X									X
Require equipment turn-in of cadets not returning next term	9					X				X				
Receive all items issued cadets	9										X			X
Issue, order, and replace uniforms and equipment	9											X		X
Submit purchase requisitions	9													X
Conduct courtesy supply inspections of JROTC units	9													X
Manage, maintain and account for unit GSA vehicles	9													X
Conduct 100% inventory of assigned equipment	9/L			X										
Conduct 100% inventory of all property with "Stay-back" cadre	9/L										X			X
Conduct 100% inventory of field items after FTXs	9/L													X
Turn-in and request ammunition (DA Form 581)	9/L													X
Prepare uniforms of MS4s getting commissioned	9/S									X				X
Submit OER/NCOER rating scheme	A		X											X
Prepare invitations for commissioning	A			X				X						X
		MONTH												

TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Submit cadre camp preference statements to brigade and region	A			X										
Review DA civilian training requirements	A						X							
Schedule immunizations for camp bound & overseas CTLT cadets	A						X							
Conduct career day booth to support JROTC units	A													X
Support JROTC units by providing guest lectures (SME)	A													X
Loan Pubs and References to JROTC units	A													X
Turn-in Replacement officer/NCO special requirements	A													X
Conduct award ceremony	A/O		X				X				X			
Submit updates to school catalog	A/T		X											
Begin planning Spring awards ceremony	A/T						X							
Submit battalion annual history report for past calendar year	A/T							X						
Conduct training IAW HQ CC training guidance & CCR 145-3	E	X	X	X	X	X	X	X	X	X	X	X	X	
Execute the Battalion Marketing Action Plan	E	X	X	X	X	X	X	X	X	X	X	X	X	
Supervise cadets at all events, labs, and FTXs	E	X	X	X	X	X	X	X	X	X	X	X	X	
Teach OES skills IAW Annual Plan & Review and CCR 145-3	E	X	X	X	X	X	X	X	X	X	X	X	X	
Conduct cadet counseling and review PME	E	X		X		X	X		X		X			
Finalize and publish class syllabi	E	X				X								
Monitor cadets performance at camps	E	X									X	X	X	
Coordinate recruiting for orientation and add/drop period	E		X				X							
Update cadets CC Form 104-R	E		X		X		X			X		X		X
Update policy memos, SOPs and additional duty appointments	E		X											X
Visit ARNG/USAR units with potential for SMP cadets	E		X											X
Submit end of term grades for Military Science classes	E					X				X				
Inform female cadets of pap smear and pelvic exam at camp	E							X						
Conduct Nurse Program recruiting activities	E													X
Implement and sustain SMP Program	E													X
Conduct sensitive items/weapons serial number inventory	L	X	X	X	X	X	X	X	X	X	X	X	X	
Monitor expenditures and budget projections	L	X	X	X	X	X	X	X	X	X	X	X	X	
Coordinate with support installation about end of year funds	L	X												
Conduct annual authorization documents reconciliation	L	X												
Review budget status with support installation	L			X										
Conduct university and Army budget review	L						X							
Submit CSA Supply Excellence Award packet	L										X			
Conduct LDP assessor training for MS4s	O	X												X
Conduct risk assessment and on site inspections for FTXs	O	X				X								X
Begin coordination for Ranger Challenge	O							X						
Initiate coordination for brigade ranger challenge	O										X			
Evaluate training aids support requirements (TASC)	O												X	
Assist JROTC Raider Challenge	O													X
Judge JROTC unit drill meets	O													X
		MONTH												

TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Plan and conduct dining-in or out/military ball	O													X
Prepare cadets for airborne, air assault, etc	O													X
Submit Ranger Challenge support request	O													X
Sign ROTCMMS Pre-certification report before sending files	P	X	X	X	X	X	X	X	X	X	X	X	X	X
Certify cadre on LDP & classroom instruction	P	X												
Conduct commissioning ceremony	P	X				X					X			
Contract qualified cadets	P	X	X											X
Establish final OML	P	X												
Request and Account for OH&R funds	P	X												
Audit unit fund and cadet fund accounts	P		X											X
Conduct marketing meeting to review campaigns	P		X	X	X	X	X	X	X	X	X	X		
Collect advanced camp AARs	P		X											
Designate DMS	P		X											
Update university senior officials	P		X											
Complete PMS OML	P		X											
Inform nurse cadets of NCLEX timeline requirements	P				X					X				
Disseminate accessions board results	P					X								
Identify and submit institutional representatives for advanced camp	P								X					
Disenroll or retain cadets medically disqualified	P											X		
Establish relationship/dialogue with local ARNG/USAR units	P													X
Prepare (Internal) Management Control Report (checklists)	P													X
Request Gold Bar Recruiter	P													X
Review contracts and MS5,MS6 & completion cadet MOAs	P													X
Provide guest reviewing official at JROTC parades	P													X
Provide guest of honor at JROTC unit military ball	P													X
Contract Basic Camp graduates and scholarship winners	P/R	X	X										X	
Confirm next year's cadet S-5 and encourage early arrival in fall	P/R											X		
Certify cadre rappelling instructors	P/S												X	
Schedule officer/NCO professional development classes	P/S													X
Review battalion lesson plans	P/T												X	X
Identify quality cadets for retention	R	X	X	X	X	X	X	X	X	X	X	X	X	
Maintain and update prospect database	R	X	X	X	X	X	X	X	X	X	X	X	X	
Publish Battalion newsletter	R	X	X	X	X	X	X	X	X	X	X	X	X	
Review Blitz report	R	X	X	X	X	X	X	X	X	X	X	X	X	
Conduct Camp Challenge party for graduates	R	X												
Coordinate pre-registration/registration campaign	R	X											X	
Coordinate the battalion's Armed Forces Appreciation Day	R	X											X	X
Plan and conduct parents weekend activities	R	X											X	
Visit priority high schools and update literature with counselors	R	X	X											
Publish cadet & cadre summer accomplishments newsletter	R	X	X											
Assist high school students applying for early Admission	R			X										
		MONTH												

<b>TASK</b>	<b>Who</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>As Needed</b>
Prepare Veteran's Day activities	R			X										
Coordinate 2-3 year scholarship campaign and interviews	R				X	X	X	X						X
Request RPIs	R				X			X			X			
Determine enrollment and retention objectives using 5-year plan	R				X				X					
Mail Christmas cards to enrolled cadets	R					X								
Mail Scholarship letters to parents to arrive during Christmas break	R					X								
Prepare Black History month activities	R					X								
Start working conditional contracts for next school year	R					X								
Review upcoming summer recruiting actions	R						X							
Begin preparation of Battalion Marketing Action Plan	R							X						
Coordinate nurse recruiting & retention with BDE nurse counselor	R							X		X				X
Conduct basic camp seminars	R								X					
Set up recruiting booths with cadets at registration	R								X					
Update institutional incentives book	R								X					X
Update & submit the Battalion Marketing Action Plan	R									X				
Conduct recruiting campaign on community college campus	R											X		X
Follow-up on uncommitted high school senior leads	R											X		
Complete civilian-sponsored scholarships	R												X	
Identify feeder high schools	R												X	
Coordinate Green-to-Gold awareness seminars	R													X
Coordinate letter/telephone campaign	R													X
Coordinate mid-year, scholarship, and Basic Camp campaigns	R													X
Coordinate PAE for Military Academy applicants	R													X
Coordinate recruiting at local junior/community colleges	R													X
Coordinate presentations to JROTC cadets about scholarships	R													X
Participate in college fairs	R													X
Prepare advertisement dollar requests	R													X
Prepare hometown news releases	R													X
Prepare unit operations executive summary update	R													X
Retrieve list of refined prospects from QUEST	R													X
Review/update USAREC referral exchange	R													X
Submit recruiting out-of-pocket claims	R													X
Promote Ranger Challenge competition	RT			X										
Update Military Science portion of undergraduate catalog	RT					X								X
Review physical security requirements	S							X						X
Review physical security for changes and compliance	S													X
Schedule & conduct NCODP	S													X
Conduct Ranger challenge team tryouts and training	S/O	X	X	X	X									
Conduct cadre APFT/weigh in & forward results to brigade	S/T			X					X					
Coordinate Local TPUs for assistance in training and resources	T	X												X
Coordinate training with SMP-affiliated units	T	X											X	X
		<b>MONTH</b>												



TASK	Who	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Establish cadet chain-of-command and OML	T	X												
Survey Cadets for CTLT and CPDT	T	X												X
Schedule classrooms for next term	T	X			X									
Administer AFAST to cadets	T			X						X				
Conduct Quarterly inventory of test materials	T			X			X			X			X	
Counsel cadets on branch selection	T						X							
Forecast MS3/4 Advanced Camp attendees	T						X							
Submit cadets for CTLT and CPDT	T						X							
ID & qualify stand-by cadets to attend summer CPDT	T								X					
Cadet attends George C. Marshall conference	T									X				
Forecast ammunition (DA Form 5514-R)	T									X				
Prepare/review Annual Plan & Report	T												X	
Conduct 2 FTXs	T													X
Identify candidates for winter and summer training	T													X
Incorporate LDP methodology in all on/off campus training	T													X
Prepare military history education program report	T													X
Schedule mandatory cadre training (SAEDA, etc)	T													X
Submit nominations for George C. Marshall award	T/7		X											
Submit nominations for National Defense Trans Assoc award	T/7				X									
Submit nominations for American Legion award	T/7						X							
Submit nominations for AUSA award	T/7						X							
Submit nominations for Daughters of Founders & Patriots award	T/7						X							
Submit nominations for National Sojourner's award	T/7						X							
Submit nominations for Pallas Athena Award	T/7						X							
Submit nominations for Reserve Officers' Association award	T/7						X							
Submit nominations for Society of American Military Eng Award	T/7						X							
Submit nominations for Veterans of Foreign Wars award	T/7						X							
Submit nominations for superior cadet award	T/7								X					
Submit nominations for Armed Forces Comm/Elect Assn Schl'ship	T/7									X				
Submit nominations for American Logistics award	T/7									X				
Submit nominations for Legion of Valor award	T/7							X						
Submit nominations for Assn of Mil Colleges and Schools Award	T/7													X
Submit nominations for National Student Nurse Association Award	T/7													X
Submit nominations for scholarships (AUSA, Abrams, PFCU, AFI)	T/7													X
Submit requests for publications	T/A													X
Conduct rappel tower and other training sites safety inspections	T/O	X												
Conduct cadet and cadre training meetings	T/O													X
Conduct clothing, equipment, and records inspection of camp cadets	T/R										X			
Send letters to Cadets at camps and CPDT	T/R											X	X	

### SECTION III

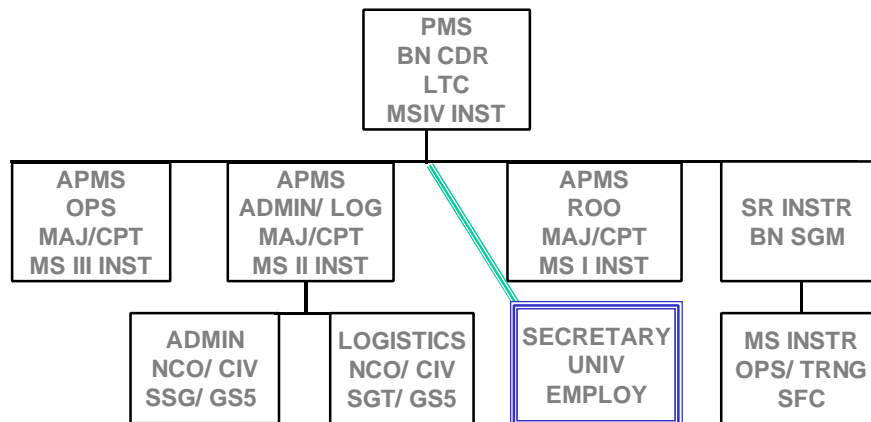
#### SAMPLE BATTALION ORGANIZATION

##### UNIT TEMPLATE AUTHORIZATIONS

Type BN	#Officers	#NCOs	#Admin/Log
A	2	2	1
B	3	2	2
C	4	2	2
D	5	2	3
E	6	3	3
F	7	3	4
G	8	3	5
H	9	3	5
I	10	4	5
J	11	4	5

##### TYPE "C" BATTALION

### ROTC BN ORGANIZATION



## **SECTION IV**

### **SAMPLE DUTY DESCRIPTIONS**

#### **PROFESSOR OF MILITARY SCIENCE (BN CDR)**

Battalion Commander responsible for the supervision and mission accomplishment of a Cadet Command Battalion consisting of \_\_\_\_cadets and \_\_\_\_ cadre with a command operating budget of \_\_\_\_\_. Primary duties include enrollment officer responsible for recruiting, retaining, selecting, training, motivating and commissioning the future officer leadership of the U.S. Army. Performs duties as academic department/division chairperson; deals with the local and campus communities in areas pertaining to the U.S. Army. Additionally, responsible for the battalion's internal management control program, cadet contract and pay entitlements, budget and unit funds. Acts as the battalion's test control officer and military affairs advisor to officers in the degree completion program. Primary advisor for the MS IV cadets. Performs other duties as required in support of the Cadet Command Mission.

#### **ASSISTANT PROFESSOR OF MILITARY SCIENCE (XO)**

Executive Officer/Senior Assistant Professor of Military Science for a Cadet Command Battalion consisting of \_\_\_\_\_ cadets and \_\_\_\_ cadre with a command operating budget of \_\_\_\_\_. Primary duties include quality control officer for the battalion in the areas of contracting, cadet pay, administration and logistics. Performs duties as primary instructor for \_\_\_\_\_ cadets, to include academic advisor and chief counselor. Assists in recruiting, retaining, selecting, training, motivating and commissioning of cadets. Responsible for recruiting \_\_\_\_\_prospects for the Basic Course and \_\_\_\_\_for the Advanced Course. Also, responsible for retaining \_\_\_\_\_% of \_\_\_\_\_ and ensure \_\_\_\_\_% progress to \_\_\_\_\_year. Acts as the alternate battalion test control officer for cadre and cadet testing requirements. Performs as the LNO with the U.S. Military Academy Liaison Officer. Performs other duties in support of the Cadet Command Mission.

#### **ASSISTANT PROFESSOR OF MILITARY SCIENCE (ROO)**

Assistant Professor of Military Science with primary duty as the Recruiting Operations Officer for a Cadet Command Battalion consisting of \_\_\_\_\_cadets and \_\_\_\_cadre with a command operating budget of \_\_\_\_\_. Responsible for coordinating the battalion's overall recruiting and retention programs. Performs duties as the high school visitation coordinator and Goldminer Team Liaison Officer. Performs duties as the \_\_\_\_\_instructor, to include academic advisor and counselor. Responsible for retaining \_\_\_\_\_% of \_\_\_\_\_ and ensure \_\_\_\_\_% progress to \_\_\_\_\_year. Acts as the proponent for SMP as well as other Reserve component issues. Responsible for recruiting \_\_\_\_\_prospects for the Basic Course and \_\_\_\_\_cadets for the Advanced Course. Performs other duties in support of the Cadet Command Mission.

### **ASSISTANT PROFESSOR OF MILITARY SCIENCE (ADMIN)**

Assistant Professor of Military Science with primary duty as the Administrative Officer for a Cadet Command Battalion consisting of \_\_\_\_\_ cadets and \_\_\_\_\_ cadre with a command operating budget of \_\_\_\_\_. Responsible for coordinating and supervising the battalion's administrative support to cadets (contracting & pay) and cadre. Responsible for quality control of the unit/cadet database. As the \_\_\_\_\_ instructor, responsible for retaining \_\_\_\_\_% of \_\_\_\_\_ and ensuring \_\_\_\_\_% progress into the \_\_\_\_\_ year. Additionally, performs as their academic advisor and counselor. Responsible for recruiting \_\_\_\_\_ prospects for the Basic Course and \_\_\_\_\_ for the Advanced Course. Supervise and coordinate all battalion's events/ceremonies. Performs others duties in support of the Cadet Command Mission.

### **ASSISTANT PROFESSOR OF MILITARY SCIENCE (TNG)**

Assistant Professor of Military Science with primary duty as the Training Officer for a Cadet Command Battalion consisting of \_\_\_\_\_ cadets and \_\_\_\_\_ cadre with a command operating budget of \_\_\_\_\_. Responsible for coordinating and supervising the battalion's overall training program IAW CC Reg 145-3. As the \_\_\_\_\_ instructor, responsible for retaining \_\_\_\_\_% of MS \_\_\_\_\_, and ensure \_\_\_\_\_% progress into the \_\_\_\_\_ year. Additionally, performs as their academic advisor and counselor. Performs as coordinator for cadet professional development training. Responsible for recruiting \_\_\_\_\_ prospects for the Basic Course and \_\_\_\_\_ for the Advanced Course. Performs other duties in support of Cadet Command Mission.

### **ASSISTANT PROFESSOR OF MILITARY SCIENCE (LOG)**

Assistant Professor of Military Science with primary duty as the Logistics Officer for a Cadet Command Battalion consisting of \_\_\_\_\_ cadets and \_\_\_\_\_ cadre with a command operating budget of \_\_\_\_\_. Responsible for coordinating and supervising the battalion's budget and logistical requirements to support cadets and cadre. Responsible for recruiting \_\_\_\_\_ prospects for the Basic Course and \_\_\_\_\_ for the Advanced Course. Assists in the instruction of \_\_\_\_\_. Performs other duties in support of Cadet Command Mission.

### **SENIOR MILITARY SCIENCE INSTRUCTOR (SGM/MSG)**

Senior Military Science Instructor/Battalion Sergeant Major for a Cadet Command Battalion consisting of \_\_\_\_\_ cadets and \_\_\_\_\_ cadre with a command operating budget of \_\_\_\_\_. Also, the senior enlisted representative and supervisor for all assigned NCOs. Monitors and develops initiatives in the areas of cadets and cadre training, administration, logistics, and marketing. Serves as the Commandant of Cadets for the battalion and as advisor for cadets in leadership positions. Performs as NCOIC/advisor to the battalion's color guard and other cadet functions/ceremonies. Acts as the NCO role model for cadets, and provides counseling and assistance as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

### **MILITARY SCIENCE INSTRUCTOR (SFC/SSG) (TNG)**

Principal Instructor for a Cadet Command Battalion consisting of \_\_\_\_cadets and \_\_\_\_cadre with a command operating budget of \_\_\_\_\_. Responsible for training cadets on all Pre-commissioning tasks with emphasis on land navigation, first aid, small unit tactics, and marksmanship. Ensures training aids and support materials are current and available for each class. Assists in the planning and execution of all field training exercises. Monitors cadet allocations for professional development training. Counsels and assists cadets as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

### **ADMINISTRATIVE NCO 71L (SSG/SGT)**

Administrative NCO for a Cadet Command Battalion consisting of \_\_\_\_cadets and \_\_\_\_cadre with a command operating budget of \_\_\_\_\_. Responsible for personnel actions, financial documentation for cadets and cadre pay, preparation of accessions and scholarship packets, personnel accountability, records management, postal operations and unit/cadet database transactions. Performs as publications custodian, systems administrator, and test control NCO. Assistant instructor for Pre-commissioning tasks. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of the Cadet Command Mission.

### **LOGISTICAL NCO 92Y (SFC/SSG/SGT)**

Logistics NCO for a Cadet Command Battalion consisting of \_\_\_\_cadets and \_\_\_\_cadre with a command operating budget of \_\_\_\_\_. Manages the accountability, inventory and records maintenance of all organization and installation property valued at \$\_\_\_\_\_. Responsible for the procurement and turn-in of all classes of materials. Ensures required maintenance is performed on assigned vehicles. Assists the property book officer in administering department budget requirements to include outstanding contracts. Assistant instructor for Pre-commissioning tasks. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

## **SECTION V**

### **DEFINITIONS**

( ) = Proponent Directorate

#### **A**

**ACADEMIC ALIGNMENT** – When a contracted cadet's academic status (according to the university/college) is the same as his/her military science status. MS III = Junior Academic status. (P&A)

**ACADEMIC PROBATION** - A trial period (normally a school term) to correct academic deficiencies for cadets who have failed to maintain academic retention standards for ROTC enrollment. For scholarship cadets, all scholarship benefits and entitlements will continue during this period. (P&A)

**ACADEMIC TERM** - The period of time (Semester/Quarter) that the education institution divides the academic year for the purpose of instruction. (P&A)

**ACADEMIC YEAR** - Two consecutive semesters or three consecutive quarters a student is expected to complete one-fourth of the requirements for a baccalaureate degree under a 4-year college curriculum or one-fifth of the requirement under a 5-year curriculum. (P&A)

**ACCELERATION** - Two military science classes from the Basic Course and of the same level taken in the same semester or quarter for commissioning credit. (P&A)

**ACCESSIONS** - Entry of an officer into the formal rolls of the Active Army, USAR, or ARNG. This occurs immediately upon commissioning for "Immediate Active Duty" officers and upon reporting to Officer Basic Course for other officers. (P&A)

**ACCESSIONS BOARD** - U.S. Army Cadet Command board reviews cadet files, and rank orders them into a single nationwide order of merit list. The list is provided to HQDA, and is considered in the determination of cadets' selection for Active Duty or Reserve Duty, and in the determination of branch selection. (P&A)

**ACTIVE DUTY PAYBACK** - A scholarship/non-scholarship cadet who has breached his/her contract can repay funds in lieu of entering Active duty as an enlisted soldier. (P&A)

**ACTIVE GUARD/RESERVE (AGR)** - The ARNG and USAR military personnel on full-time Active duty (other than for training or Active Army). He/she is the Reserve Components POC, but primarily a cadre member working for PMS. (RF)

**ADMINISTRATIVE LEAVE** - Status of scholarship cadets which suspends financial assistance (tuition, fees and books) but allows continued participation in the ROTC program with payment of subsistence allowance. (P&A)

**ADVANCED CAMP** - A 5-week training program conducted at Fort Lewis, Washington. It is part of the Advanced Course, and is usually attended between the MS III and IV years (TNG)

**ADVANCED CAMP TRAINING ASSESSMENT PROGRAM** - This is a program that provides indicators on the effectiveness of a SROTC battalion's training program. (TNG)

**ADVANCED COURSE** - The last 2 years of the Senior ROTC program (MS III and MS IV) including advanced camp. The cadet normally pursues this during the junior and senior years in college. For Military Junior College (MJC) cadets, the advanced course is the freshman and sophomore years. (P&A)

**ADVANCED DESIGNATED SCHOLARSHIP** - 2/3-year scholarships awarded to highly qualified 3 and 4-year scholarship applicants, provided they meet established validation criteria. (P&A)

**ADVANCED PLACEMENT CREDIT** - Placement credit given to cadets for prior military training, 3 years of JROTC, or for Basic Training as a member of the Reserve Components. This credit may be used toward completing requirements for entry into the Advanced Course. (P&A)

**ADVANCE SCHOLARSHIP DESIGNEE** - A Basic Course non-contracted cadet designated to receive a scholarship after a 1-year validation requirement. (P&A)

**AFTER ACTION REVIEW (AAR)** - A training and evaluation method which provides timely feedback to cadets on individual and collective performance. It is used at the completion of a phase, segment, or portion of a training event. (TNG)

**ALIEN STUDENT** - A student who is not a U.S. citizen (immigrant, refugee, non-immigrant) who may be participating in the basic course, attend basic camp and participate in the advanced course provided they satisfy the requirements of AR 145-1, para 3-29. (P&A)

**ALTERNATE FLIGHT APTITUDE SELECTION TEST (AFAST)** - A qualifying test for flight training. A cadet must score at least 90 or higher. Cadets who failed to achieve a qualifying score may be retested once, but not sooner than 6 months after initial test. (P&A)

**AMERICAN COLLEGE TEST (ACT)** - An assessment examination covering four subject areas; English, Mathematics, Social Studies, and Natural Science Readings. These tests provide estimates of the student's current educational and knowledge skill levels often required in college course work. (P&A)

**ANNUAL PLAN and REPORT** – Reflect the content and sequence for each of the eight Military Science courses. The plan is a means for the commander to articulate overall guidance that facilitates the work of cadre and cadets to do the subsequent short-range and near-term planning for the unit-training program. (TNG)

**ANNUAL PROGRAM REVIEW (APR)** – A complete staff review used to make decisions regarding organizational structure, staffing, resourcing, and missioning. The APR purpose is

to identify ROTC unit strengths, and weaknesses, determine problem areas (such as failing to make mission), identify probable causes of shortcomings, and decide corrective actions to take. The APR usually establishes the current year plus 4 commission missions (e.g., APR 99 cycle will establish the Mission Set 03 mission). (O&E)

**ARMY COLLEGE FUND (ACF)** - It is a bonus in addition to basic Veterans Administration educational benefits for members who enlist in selected specialties and participate in the Veterans' Education Assistance Program or the Montgomery GI Bill. (M&PA)

**ARMY INSTRUCTOR (AI)** - A retired Non-commissioned Officer employed to conduct Junior ROTC (JROTC) leadership instruction and mentor JROTC cadets. (JROTC)

**ARMY ORIENTATION** - Branch orientation, equipment display, and combat indoctrination event at Camp Challenge. (TNG)

**ARMY ROTC FELLOWSHIP PROGRAM** - A graduate study program at government expense that is available to the top 5 percent of scholarship cadets and non-scholarship DMG who are selected for immediate active duty. (TNG)

**ASSISTANT PROFESSOR OF MILITARY SCIENCE (APMS)** - The primary instructor for ROTC cadets enrolled in Military Science. Normally, they are commissioned officers. The APMS duties include but are not limited to recruiting, training, coaching and ultimately commissioning the future officer leadership of the Army. (P&A)

**AUDITING STUDENT** - A student who is attending military science classes for academic credit only or for personal enlightenment. He/she is not enrolled in the ROTC commissioning program, and will not receive credit toward commissioning. (O&E)

## **B**

**BASIC CAMP (CAMP CHALLENGE)** - The 5-week ROTC training course conducted at Fort Knox, KY which is normally attended before the junior academic year. It is one of the alternate routes for enrollment in the 2-year Advanced Course of the Senior ROTC program. (TNG)

**BASIC COURSE** - The first two years of the Senior ROTC Program (MS1 and MS2) which are normally taken by the cadet during the freshman and sophomore years in college. (TNG)

**BATTALION (BN)** - A Senior ROTC host institution generally commanded by a Lieutenant Colonel with three to eight officers and one to three NCOs assigned. Senior Military Colleges and some selected battalions are command by a Colonel (O6). High School Junior ROTC programs generally have one officer and one to three NCOs assigned. (TNG)

**BATTALION COMMANDER** - See Professor of Military Science (PMS).

**BATTALION PROSPECT MANAGEMENT SYSTEM** – A multipurpose database designed to assist the Recruiting Operations Officer in total prospect management. It includes data



manipulation, direct mail operations, file import and the added capability to generate convenient reports. (M&PA)

**BLITZ REPORT** - An automated report used to measure the Command's progress toward attaining its mission and monitoring a battalion's progress toward attaining its mission. (O&E)

**BLITZ YEAR** - The MS II year or the year preceding MS III instruction for non-contracted cadets. (O&E)

**BRANCH ORIENTATION** - Cadets receive an orientation at Advanced Camp and Basic Camp on the opportunities, challenges, and duties available in each branch of the Army. Also known as Army Orientation at Camp Challenge. (TNG)

**BREACH** - Conduct on the part of a student that violates the terms of his/her contract regardless of whether the conduct was done with specific intent to violate the contract or whether the student knew that the conduct violated the contract. A breach is broader in scope than willful evasion. (P&A)

**BRIGADE** - A subordinate command of a Region, and the higher headquarters of several Senior/Junior ROTC battalions. A Colonel commands it. (TNG)

## **C**

**CADET** - A term that applies to all students enrolled in the ROTC program, including alien students enrolled in MS I or MS II. (P&A)

**CADET BUDDY SYSTEM** - This is the process of pairing cadets into a buddy team for safety and training purposes. (TNG)

**CADET CHALLENGE PROGRAM** - A program intended for JROTC cadets to improve physical conditioning and heighten Esprit de Corps. It culminates with the Cadet Challenge Competition that uses the President's Physical Fitness Program events to measure a cadet's level of fitness. (JROTC)

**CADET CANNONADE** - Ceremonial salute with howitzers firing simultaneous rounds to signify "DUTY, HONOR, and COUNTRY". (TNG)

**CADET EVALUATION SYSTEM (CES)** – Cadets earn points based on their performance. The system has components on campus and at camps to compare each cadet's performance to specified standards. There are three major components of the CES: Academic (grade point average), on-campus PMS evaluation, and Advanced Camp evaluation. A cadet can earn a maximum of 3000 points. (TNG)

**CADET PAY** - Pay to SROTC scholarship and nonscholarship contracted cadets for the monthly subsistence and to cadets who attend Advanced Camp, Basic Camp, or Cadet Troop Leader Training in accordance with the DOD Pay Manual. (RM)

**CADET PROFESSIONAL DEVELOPMENT TRAINING (CPDT)** - A program which allows cadets to receive training in Army schools and with Active Army units. It includes Cadet Troop Leader Training (CTLT), Airborne, Air Assault, Northern Warfare, and Mountain Warfare Training as well as other programs. (TNG)

**CADET RECRUITER** - A program for enrolled cadets to influence their peers to join ROTC. (M&PA)

**CADET TROOP LEADER TRAINING (CTLT) PROGRAM** - A program that places cadets in leadership positions in Active Army units for a period of 3-4 weeks during the summer. Normally, cadets are sent to training upon completion of Advanced Camp. Slots are available in CONUS and OCONUS units. (TNG)

**CALIBRATED** - This term indicates that LDP is being applied in the same fashion both on-campus, at camp, and within the cadre (e.g., evaluating in the same fashion). (TNG)

**CAMP CHALLENGE** – Basic Camp. (TNG)

**CHALLENGER STAKES** - Inter-platoon competition at Camp Challenge. (TNG)

**COMMANDANT OF CADETS** - He/she is second in-charge at Advanced Camp and Basic Camp and usually works for the Camp Commander. (TNG)

**COMMANDER'S ASSISTANCE PROGRAM (CAP)** – A program to provide assistance to selected units to enhance performance within available resources. This is accomplished by Cadet Command focusing resources toward specific units in order to improve their market environment, eliminate production shortfalls (quantity, quality, minorities, and academic disciplines), or help a unit achieve its production potential. (O&E)

**COMMISSION** - A certificate given by the U.S. Government conferring the rank of a commissioned officer in the Armed Forces. Normally, the rank of Second Lieutenant is conferred. (O&E)

**COMMISSION MISSION** - This is the number of quality cadets to be commissioned in a Mission Set. (O&E)

**COMMITTED** - A Blitz term designating a cadet who is contracted or conditionally contracted in the SROTC program. (O&E)

**COMMUTATION** - A payment made to a cadet (enrolled in Army ROTC for the purpose of obtaining a commission) for uniforms in lieu of issue-in-kind uniforms. Applies to ROTC programs at Junior and Senior Military Colleges only. (RM)

**COMPANY TAC NCO (CTNCO)** - The senior ROTC NCO in the company at Advanced Camp, Basic Camp and in the campus ROTC Battalion. (TNG)

**COMPANY TAC OFFICER (CTO)** - The senior ROTC officer in the company at Advanced Camp, Basic Camp and in the campus ROTC Battalion. (TNG)

**COMPLETION CADET** - A contracted cadet who has completed the SROTC program, including Advanced Camp, but not his/her Baccalaureate degree requirements. The cadet signs an MOU with the PMS that he/she will graduate within 2 years. (A&E)

**COMPLETION CADET WITH 1-YEAR WAIVER** - Same as above except the cadet has been in a completion status for the maximum 2 years, and has been granted a 1-year waiver by the Region Commander. (P&A)

**COMPRESSION** - Two military science classes from the Basic Course of different skill levels taken in the same school term for commissioning credit (e.g., MS 101 and 201). Only the Basic Course can be compressed. (TNG)

**CONDITIONAL** - A nonscholarship cadet who has enrolled in the Advanced Course and is temporarily ineligible to contract (e.g., awaiting administrative documentation or awaiting waiver approval). The cadet signs Part I of the ROTC contract (DA Form 597) but the PMS does not sign Part II until the temporary condition is resolved. The conditional status must be resolved within 12 months. (P&A)

**CONSTRUCTIVE CREDIT** - See Advanced Placement Credit. (P&A)

**CONTRACTED CADET** – A scholarship or non-scholarship cadet who has completed DA Form 597-3 or DA Form 597 and executed a DD Form 4. (P&A)

**CONTRACTING MISSION** - The mission which specifies the number of cadets who must be contracted at the beginning of a school year in order to achieve the retention mission, and ultimately, the commission mission. (O&E)

**COUNTERPART BATTALION** - A SROTC battalion tasked to refer quality enlisted soldiers from a nearby Army installation to the Army SROTC Battalion at the soldier's college of choice. (MP&A)

## **D**

**DAY IN THE LIFE OF A LIEUTENANT (DLL)** - Training to show cadets at Camp Challenge, the daily life and duties of a lieutenant. (TNG)

**DEDICATED SCHOLARSHIP** - Scholarships dedicated by law or regulation to a specific group of schools or individuals. These include Reserve Forces Duty, Army National Guard, Green-to-Gold, Military Junior College, and the Historically Black Colleges/Universities Scholarships. (P&A)

**DEPARTMENT OF MILITARY SCIENCE** - An academic department of an educational institution which administers the Army ROTC activities at that institution. The ROTC battalion is the operating element of the Department. The PMS is the Department Head. (P&A)

**DEVELOPMENTAL ACTION PLAN (DAP)** – A Cadet Command form with information developed by a cadet summarizing feedback from cadre and describing what the cadet intends to do to improve his or her performance in specific leadership areas. (TNG)

**DIRECTOR OF ARMY INSTRUCTION (DAI)** - A retired Army officer recognized by the Army as the senior officer administrator of a multiple (5 or more) JROTC unit. (JROTC)

**DIRECTORY MODULE** - The portion of ROTCMMS which provides information about Senior ROTC (SROTC) units and participating students. This module in ROTCMMS is divided into four parts: ROTC School (SROTC unit), Academic School, Partnership institution, and PAN. The ROTC School module provides specific information about the Senior ROTC unit. The Academic School module provides specific information about the university/college where the SROTC unit is located. The Partnership module provides specific information on each academic institution with a partnership agreement with the SROTC unit. The PAN module provides the number of participating students and the number of non-enrolled probables and prospects that might enroll in the next school year (enrolled probables are included in the Cadet module of the ROTCMMS). (O&E)

**DISENROLLED STUDENT** - A previously enrolled cadet who has been disenrolled from the ROTC program. (P&A)

**DISTANCE LEARNING** – The delivery of standardized training, when and where it is needed, through the application of multiple media and technologies. Student-instructor interaction may be real time or non-real time. Instruction may also be self paced with no instructor. Distance learning is a generic term encompassing “Web-based” training, computer-based training, interactive video, desktop conferencing, and video tele-training.

**DISTINGUISHED MILITARY GRADUATE (DMG)** - A ROTC graduate who has maintained a distinguished military student status throughout the MS IV year. (P&A)

**DISTINGUISHED MILITARY STUDENT (DMS)** - An MS IV cadet who has completed Advanced Camp, attained military science standing in the upper third of his/her ROTC class, and is ranked as such on the Order of Merit List established by the PMS. (P&A)

## E

**EARLY COMMISSIONING PROGRAM (ECP)** – A ROTC program that commissions cadets prior to them receiving their Baccalaureate degree. This only applies to Military Junior College cadets. (P&A)

**ENGLISH-AS-A-SECOND LANGUAGE (ESL)** - A formal language program designed to provide English language training to cadets with a non-English language background. (TNG)

**ENHANCED SKILLS TRAINING PROGRAM (ESTP)** - A training program at Historically Black Colleges and Universities designed to ensure ROTC graduates have the reading, writing, and mathematical skills necessary to complete the Officer Basic Course (OBC), and to compete successfully with their peers. (TNG)

**ENROLLED CADET** - A student who registers and attends/participates in a military science course for commissioning credit. (P&A)

**ENROLLMENT** - The act of completing the CC Form 139-R to enroll individuals as members in the SROTC program using the enrollment criteria for the basic or advanced courses, as appropriate. Also, used to show potential commissionees, as well as current enrollment for mission set contracting/enrollment missions. (P&A)

**EXTENSION CENTERS** - A 4-year college, university, or institution located near a host Battalion. A written agreement between the CG, Cadet Command and the institution must exist to allow military science instruction. The host Battalion will provide logistical support. Extension Centers are staffed to instruct and recruit cadets with their own Table of Distribution and Allowances or Template. They are missioned and evaluated separately from the host Battalion on mission accomplishment. (O&E)

## E

**FIVE-YEAR PLAN** – A management tool used to establish the recruiting and retention goals necessary to achieve the assigned commission mission. The Five-year plan provides an overview of how students at a unit progress through the SROTC program to commission. (O&E)

**FORTY-FIVE DAY RULE** - The Federal Government's obligation to pay scholarship monies will not occur until a cadet has been in a full-time student status for 45 days after the start of each academic year. (P&A)

**FOUR-GOLD ASSOCIATION** - The collective name for the four commissioning sources: Cadet Command, National Guard Officer Candidate Schools, United States Military Academy, and the Federal Officer Candidate Schools. This group meets annually to review and resolve precommissioning training and leadership development issues. (TNG)

**FOUR-YEAR SENIOR ROTC PROGRAM** - It consists of the on-campus Basic Course (MS I and II) or one of the qualifying substitutes (Advanced Placement Credit) followed by the last 2 years of military science in the Advanced Course. (P&A)

## **G**

**GAUNTLET AWARD** - A stressful and physically demanding individual training program performed at Camp Challenge. A cadet who successfully completes the training earns the Gauntlet Badge. (TNG)

**GOLD BAR RECRUITER** - A recent ROTC commissionee who augments the recruiting efforts on and off campus. He/She is assigned to an Army ROTC Battalion (normally the battalion which commissioned them) up to 120 days prior to attending Officer Basic Course. (M&PA)

**GOLDMINERS** - A team of Cadet Command Army Officers who recruit for all battalions within a specific area/region. The Goldminer team is normally assigned to ROTC brigade HQs and concentrate on the high school market as well as active duty military installations. (M&PA)

**GOLDMINER TEAM** - A Cadet Command full-time recruiting force usually assigned to a Brigade HQ. They are composed of Army officers with special expertise in recruiting and who are deployed to areas with large numbers of college-bound students. (M&PA)

**GRADE POINT AVERAGE (GPA)** - The total of acceptable quality points divided by the number of earned credit hours (semester/cumulative) as established by the institution for graduation. Both scholarship and nonscholarship contracted cadets must maintain a minimum acceptable GPA of 2.00 on a 4.00 scale or the equivalent on another scale. (P&A)

**GRADED MILITARY SKILLS TEST (GMST)** - The test of basic soldiering skills at Camp Challenge. (TNG)

## **H**

**HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCU)** – A college or university whose student population traditionally has been more than 50 percent African American. (O&E)

**HISTORICALLY BLACK COLLEGES AND UNIVERSITIES PROGRAM (HBCUP)** - A program designed to increase the number of highly qualified minority officers by increasing the overall quality of the Advanced Course at HBCUs. This is done by increasing the number of 4-year ROTC scholarship recipients who choose to attend these institutions. (P&A)

**HOST BATTALION** - A 4-year college, university, or institution, or 2-year Military Junior College which has a contractual agreement with the Secretary of the Army to provide military science instruction. They are staffed to instruct, recruit, and provide for their own administrative and logistical support. Hosts are missioned and evaluated separately from their Extension Centers on mission accomplishment. (O&E)

**“HOW TO FIGHT MANUAL”** - A manual depicting, in detail, the training and evaluation plan for Advanced Camp. (TNG)

## **I**

**IMMIGRANT ALIEN** - A non-U.S. citizen who has been lawfully admitted to the U.S. for permanent residence. The Region Commander must approve requests for participation. (P&A)

**INDIVIDUAL READY RESERVE (IRR)** - Individuals who report directly to ARPERCEN for command and control, and training. They are carried on the Individual Ready Reserve Roll until completion of service obligation. (RF)

**INDIVIDUAL TACTICAL TRAINING (ITT)** – Training which prepares the soldier to perform specified duties or tasks related to assigned duty position or subsequent duty positions at Basic and Advanced Camp. (TNG)

**INELIGIBLE CADET** - A student who does not meet the eligibility requirements to enroll in SROTC as outlined in Cadet Command Pamphlet 145-4. (P&A)

**INSTITUTIONAL REPRESENTATIVE** - A high-ranking representative (normally the President, Chancellor, or Provost) from the college or university who attends Camp to learn more about ROTC, the Army and how students are developed into leaders. (TNG)

## **J**

**JROTC CADET** - A high school student who is enrolled in JROTC. These cadets from a ready market of potential cadets or scholarship applicants who are already favorably propensed toward the Army. (JROTC)

**JUNIOR RESERVE OFFICERS' TRAINING CORPS (JROTC)** - The organization of units established by the Department of the Army under Title 10 USC 2031 to conduct a program of leadership instruction for students at public/private secondary educational institutions. (JROTC)

## **K**

## **L**

**LEAD** - A high school student or potential college attendee who expresses an interest in ROTC. (M&PA)

**LEADER STAKES** - See Advanced Camp “How to Fight Manual”. (TNG)

**LEADERSHIP DEVELOPMENT PROGRAM (LDP)** - A standardized system that develops individual cadet leadership in a variety of training environments, then assesses and evaluates their officer leadership potential. (TNG)

**LEADERSHIP DIMENSIONS** - Specific values, attributes, skills and actions developed in current Army doctrine actually needed to perform effectively as a 2LT. (TNG)

**LEADERSHIP EVALUATION OPPORTUNITIES** - The minimum number of pre-specified evaluated leadership opportunities each cadet will receive during on campus or camp training. (TNG)

**LEADER'S REACTION COURSE (LRC)** - A situational test of a cadet's leadership abilities. NOTE: Sometimes, referred to as Field Leader's Reaction Course (FLRC). (TNG)

**LEAVE OF ABSENCE (LOA)** - An authorized period of time a contracted cadet is absent from ROTC instruction. While in a LOA status, no subsistence allowance or scholarship benefits will be paid to the cadet. (P&A)

**LET PROGRAM OF INSTRUCTION –** Leadership, Education, and Training program of instruction taught in JROTC. (JROTC)

**LOA PENDING DISENROLLMENT** - A contracted cadet who is placed in a LOA status because of a pending adverse action which could result in disenrollment from the SROTC program. (P&A)

**LOA PENDING RETURN** - A contracted cadet who has been authorized a period of time to be absent from ROTC instruction, and is expected to return to the program. (P&A)

**LEADERSHIP LABORATORY (LAB)** - Lab is an extension of classroom instruction where cadets continue to hone their leadership skills with mostly "hands-on" training tasks. It is mandatory for all cadets, and is an active learning process - not passive in nature. Labs are normally conducted outside of the classroom. (TNG)

## **M**

**MAGNET PROGRAM** - An agreement between a host high school and another high school that allows students to travel to the host high school to participate in the JROTC program. Cadets are counted in the enrollment of the Host High School. JROTC cadre will only be assigned to a Host High School. (JROTC)

**MARKETING ACTION PLAN (MAP)** - A standardized, detailed, and comprehensive plan of action for marketing the Army SROTC program. Often referred to as the Battalion Marketing Action Plan (BMAP). It consists of a situation analysis, statement of unit goals and objectives, and action plans for reaching the stated objectives. (M&PA)



**MISSION ESSENTIAL TASK LIST (METL)** – Compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission. (TNG)

**MIGRATION** - The process where a cadet, because of various circumstances (e.g., extended degree requirements), moves to a different mission set. Commissioning credit cannot be granted to the battalion until the cadet graduates and gets commissioned. (O&E)

**MILITARY ACADEMY LIAISON OFFICER (MALO)** - An Army reservist who provides referrals to USMA and Cadet Command. MALOs are located nationwide and are organized by state and zip code areas. (M&PA)

**MILITARY INSTITUTIONAL REPRESENTATIVE (MIR)** - A cadre member who acts as the PMS representative when a cadet is having difficulty or is being "boarded" at Camp. (TNG)

**MILITARY JUNIOR COLLEGE (MJC)** – One of six junior colleges that provide high school and college-level instruction, and confer an Associate degree. (O&E)

**MILITARY SCIENCE (MS)** - The curriculum that constitutes the senior ROTC program. (TNG)

**MISSION** - The assigned contract or commission objective that has been approved by CG, Cadet Command. (O&E)

**MISSION MANAGEMENT SYSTEM (MMS)** - A comprehensive tool used to manage the battalion's progress towards mission accomplishment. (O&E)

**MISSION SET** - All cadets commissioned or scheduled to be commissioned during a given Fiscal Year. (O&E)

**MONETARY PAYBACK** - Recoupment of scholarship funds, in lieu of serving on Active duty, by cadets who breach the scholarship contract. (P&A)

**MS I CADET** - A cadet enrolled in the first year of the military science curriculum in the Senior ROTC program. (P&A)

**MS II CADET** - A cadet enrolled in the 2nd year of military science curriculum in the Senior ROTC program. (P&A)

**MS III CADET** - A cadet enrolled in the 3rd year of military science curriculum in the Senior ROTC program. (P&A)

**MS IV CADET** - A cadet enrolled in the 4th year of military science curriculum in the Senior ROTC program. (P&A)

**MS V CADET** - A cadet on an approved extension of scholarship benefits.

**MS VI CADET** - A cadet who has completed his/her military science requirements except for PME, but not his/her Baccalaureate degree requirements. (P&A)

**MR/MS** - The spoken title for cadets. (TNG)

## **N**

**NATIONAL ADVERTISING CONTRACT PAYMENT SYSTEM (NACPS)** - A payment system for local and regional advertising services (e.g., print, radio, television, etc) administered by the Regional Account Supervisor. NACPS is both an authorization (contract) for services to be performed and a payment system (invoice) for vendor payment. It provides a system for Regions, Goldminers, and Battalions to conduct local and regional advertising campaigns in accordance with the MAP. It does not duplicate national advertising. (M&PA)

**NATIONAL DEFENSE CADET CORPS (NDCC)** - A national program with students participating in leadership studies at secondary educational institutions under Title 10 USC 4651. Financial support comes from the sponsoring institution. The term JROTC includes the NDCC. (JROTC)

**NON-IMMIGRANT ALIEN** - A person, not a citizen or national of the United States, who is in the United States for a purpose other than immigration, e.g., a student. Requests for participation must be approved by CG, Cadet Command. (P&A)

**NURSE SUMMER TRAINING PROGRAM (NSTP)** – The 3-week summer clinical and leadership training conducted at an Army medical treatment facility for nurse cadets. (TNG)

## **O**

**OFFICERSHIP** - The character and status of being a commissioned officer. (TNG)

**OPENING ENROLLMENT REPORT** - A report containing a by school listing of opening enrollment numbers for Military Science I, II, III, IV, V, VI, and Completion cadets. It also contains the number of lieutenants commissioned by school for the previous Fiscal Year, and a by-Region race and ethnic breakdown. The data for the report is captured on the first Monday in November and derived from the unit's ROTCMMS. (O&E)

**OPERATION PARTNERSHIP** - A cooperative effort on the part of U.S. Army Cadet Command and the U.S. Army Recruiting Command (USAREC) to provide each other with referrals. USAREC refers quality high school students interested in college ROTC to Cadet Command, and Cadet Command refers quality college students with potential for Army enlistment to USAREC. (M&PA)

## P

**PARTICIPATING STUDENT** - An academically enrolled student participating in military science classes in a ROTC non-enrolled status. They do not meet the entry requirements for the Advanced Course (e.g., alien or handicapped student, a student who exceeds the age requirement, etc.). The students are generally classified as auditing students. They will not receive commissioning credit and can only participate in classroom instruction. (P&A)

**PARTNERSHIP INSTITUTION**- An institution which has a partnership agreement with a host Battalion or Extension Center. The agreement will allow a student enrolled in the institution (for the purpose of academic study leading to a degree) to be enrolled in the ROTC program of a host Battalion or Extension Center. A partnership school is not missioned separately. Enrollment and production of the partnership school will be included with its host Battalion or Extension Center. ROTC cadre will not normally be assigned to a partnership school. Partnership agreements may be formal or informal. Generally, an agreement is not established when the school involved is located more than 50 miles or 1 hour's driving time from each other. The potential of a partnership school is not included in the calculation of the potential of its host Battalion or Extension Center. Partnership institutions and agreements were formerly known as Cross-enrolled institutions and agreements. (O&E)

**PHYSICAL APTITUDE EXAMINATION (PAE)** - A series of events given to determine a person's physical aptitude. Although no longer required for ROTC, ROTC cadre may administer the PAE on behalf of the United States Military Academy, West Point. The events are: pull-ups for men or flexed arm hang for women, standing long jump, modified basketball throw, and the 300-yard shuttle run. (P&A)

**PLATOON TAC NCO (PTNCO)** - The senior ROTC NCO in the platoon at camp. (TNG)

**PLATOON TAC OFFICER (PTO)** - The senior ROTC Officer in the platoon at camp. (TNG)

**POTENTIAL** - This is the number of first-time, full-time, male freshmen/First-Year Students who are under 24 years of age, non-handicapped, U.S. citizens. Potential markets for partnership schools are not to be included with the potential of a host or Extension Center. (O&E)

**PRE-CAMP CONFERENCE** - SROTC conferences attended by camp cadre in the winter prior to camp. (TNG)

**PRECOMMISSIONING COMMON CORE TRAINING (PCT)** - Tasks designated by HQ, TRADOC to be trained by all precommissioning sources. (TNG)

**PROBABLE** - A basic course cadet or a non-enrolled student who may qualify for contracting through advanced placement credit, alternate entry program, scholarship awarding, or the Four-Semester Nurse Training Program who has shown or expressed an interest in contracting. He/she is actively working toward meeting the Advanced Course enrollment criteria. (O&E)

**PROFESSIONAL MILITARY EDUCATION (PME)** – A component of OES which requires cadets, in addition to their Baccalaureate degree requirements, to take an undergraduate course (equivalent course as determined by the PMS) in written communications, military history, and computer literacy prior to commissioning. (TNG)

**PROFESSOR OF MILITARY SCIENCE (PMS)** - The academic and military position title of the senior commissioned Army officer assigned to a SROTC battalion. Also, referred to as the Battalion Commander. (P&A)

**PROGRESSION** – The advancement of a cadet from one military science class to the next higher military science class or to commissioning. (O&E)

**PROSPECT** - A student who is interested in attending Basic Camp, enrolling in the military science program, or contracting, who has been pre-screened for basic eligibility. (O&E)

## **Q**

**QUEST** - A computerized prospect management system that provides referrals to battalions and Goldminers, and reports Army ROTC prospect information to all users of the system. QUEST is the acronym which means Queries, Utilization and Exchange Student Tracking. (M&PA)

**QUEST PROSPECT** - Anyone interested and eligible to enroll in Army ROTC. Prospects are actively tracked, ranging from high school juniors to college juniors. An individual ceases to be a QUEST prospect when the QUEST system or a Goldminer cannot confirm his/her interest in Army ROTC or when the battalion submits a final disposition (e.g., enrolled in Military Science). (M&PA)

## **R**

**RANGER CHALLENGE** - A team competition consisting of teams of five to nine cadets who compete in mentally tough and physically challenging events. The competition usually includes the APFT, marksmanship, weapons assembly, one-rope bridge, orienteering, patrolling, grenade assault course, and 10K road march. (TNG)

**RANGER CHALLENGE TAB** - A tab authorized to be awarded to each cadet on a Battalion's Ranger Challenge Team. (TNG)

**READY RESERVE** - Reserve soldiers who are either organized in units or not, but are liable for recall to Active Duty to augment the Active forces in time of war or national emergency (Title 10 USC). (RF)

**RECONNAISSANCE COMMANDO DOUGHBOY (RECONDO)** - A stressful and physically demanding individual training program at Advanced Camp. A cadet who successfully completes the training may earn the RECONDO Badge. (TNG)

**RECRUITING OPERATIONS OFFICER (ROO)** – The Officer responsible for coordinating the battalion's recruiting and retention programs. (M&PA)

**RECRUITING PUBLICITY ITEMS (RPI)** - Brochures and posters designed to provide general and specific information on the ROTC program to aid in recruiting efforts. (M&PA)

**REFERRALS** - A prequalified prospect referred to a battalion for the purpose of enrolling in Army ROTC. (M&PA)

**REFUGEE** - An alien who has fled his home or country to establish residence elsewhere and who has been granted refugee status by the appropriate U.S. Federal officials (Usually INS). Refugees will be treated as immigrants for the purpose of participating in ROTC. Region Commander must approve requests for participation. (P&A)

**REGION** - A subordinate command of Headquarters, Cadet Command that is usually commanded by a Colonel. Regions are currently located at Fort Bragg, NC, Fort Knox, KY, and Fort Lewis, WA. (M&PA)

**REGION COMMANDER** - The Commander of a U.S. Army Cadet Command Region. (M&PA)

**REGIONAL ACCOUNT SUPERVISOR (RAS)** - A full-time representative of Cadet Command's advertising agency located at each Region Headquarters. He/she works for the agency, but responds to the needs of the Region Commander. The RAS provides direct assistance to the Region Headquarters and individual battalions in developing advertising campaigns, promotional plans, and publicity materials. (M&PA)

**REGIMENTAL AFFILIATION PROGRAM (RAP)** - It is the association between an Army unit and a regiment of cadets at camps. Throughout camp, the cadet regiment carries the colors of the affiliated unit. (TNG)

**REGIMENTAL TAC NCO (RTNCO)** - This is the senior ROTC NCO in the regiment at Basic and Advanced Camp. (TNG)

**REGIMENTAL TAC OFFICER (RTO)** - This is the senior ROTC officer in the regiment at Basic and Advanced Camp. (TNG)

**RETENTION RATES** – A measure of the progression of cadets from one military science class to another military science class. The retention rates are calculated by tracking each individual cadet by their social security number from initial entry in the program through commission. Updated retention rates are calculated annually by Cadet Command, Operations and Evaluation Directorate and are included in the "Visits" and "Unit Glide Path Evaluation" reports. (O&E)

**RISK MANAGEMENT** - The TRADOC prescribed process of examining the risks associated with training/operations and their implications. (TNG)

**ROTC CADET PAY SYSTEM (RCPS)** – Defense Joint Military Pay System-Reserve Component/ROTC Pay System (DJMS-RC/ROTC) – A combination of automated systems and manual procedures utilizing the ROTCMMS cadet data base to generate pay entitlements during the academic school year and camp training dates. Certification is accomplished at the battalion level by the Bn Cdr. Support is provided by Defense Finance & Accounting Service – Indianapolis Center (DFAS-IN) and also Cadet Command RMD, Pay Operations Division. RM)

**ROTC MISSION MANAGEMENT SYSTEM (ROTCMMS)** - This is a computerized system that captures information on all enrolled, commissioned, and attrited cadets. This system tracks individual cadets, and assists in the preparation of cadet actions. It provides the command with summarized information for the Blitz and Enrollment Reports. (IMO)

## **S**

**SCHOLARSHIP AWARD PENDING CONTRACT** - This action is taken when a scholarship winner is not eligible to execute the scholarship due to a pending medical or administrative action. (P&A)

**SCHOLARSHIP** - Funds that are set aside specifically for the Army ROTC program to be awarded to students interested in pursuing a commission in the Armed Forces. The scholarship provides financial assistance for tuition, books, and fees. There are two, three and four year scholarships available. Scholarship students also receive a monthly stipend of \$150. (P&A)

**SCHOLASTIC APTITUDE TEST (SAT)** - A standardized examination used to measure the verbal and mathematical skills of students for college entry. (P&A)

**SCHOOL OF CADET COMMAND (SOCC)** - The school authorized by HQs, TRADOC and HQs, Cadet Command to provide instruction and training to the cadre who will commission the future officers of the U.S. Army.

**SENIOR ARMY INSTRUCTOR (SAI)** - The senior instructor in a JROTC program. Usually a retired officer. (JROTC)

**SENIOR MILITARY COLLEGE (MC)** – One of six military schools that provide college-level instruction, and confer a baccalaureate degree. (O&E)

**SENIOR RESERVE OFFICERS' TRAINING CORPS (SROTC)** - The ROTC program offered at the college-level for the purpose of commissioning the future officer leadership of the Army.

**SIMULTANEOUS MEMBERSHIP PROGRAM (SMP)** - An officer training vehicle that requires enlisted status in the Reserve Component unit. An SMP cadet is a participating member of a RC unit, and a contracted cadet in the Advanced Course at the same time. Enlisted members of RC units who contract in the Advanced Course must assume SMP status, or be discharged from their unit. Cadets with a GRFD scholarship must be SMP participants. SMP participants earn longevity credit for pay, and "good years" with points toward a reserve retirement. (RF)

**SPONSORSHIP PROGRAM** - A program in which SROTC battalions are responsible for forming an active support relationship with JROTC programs in their geographic proximity. (JROTC)

**SQUAD SITUATIONAL TRAINING EXERCISE (Squad STX)** - Squad level tactics designed to assess a cadet's leadership skills. (TNG)

**STEEL CURTAIN** - This is the squad defensive tactics phase at Camp Challenge. (TNG)

**STRATEGIC, MARKETING, ADVERTISING, AND RECRUITING TOOL (SMART) BOOK** - An advertising book which contains local ad slicks, posters, direct mail letters, radio verbiage, and campaign information necessary for Goldminers, Battalions, and Extension Centers recruiting campaigns. (M&PA)

**STRATEGIC, MARKETING, ADVERTISING, AND RECRUITING TOOL (SMART) KIT** – An advertising kit distributed to each Battalion, Extension Center, Brigade, Region, and Goldminer Team for recruiting/display purposes. Each kit contains several wall banners and table display materials. (M&PA)

**SUBSISTENCE** - Monthly stipend paid to a contracted cadet. Currently, it is \$150 dollars a month. (RM)

## **I**

**TRAIN-ASSESS-COUNSEL (TAC)** – An officer or NCO who trains, assesses, and counsels cadets during evaluated leadership opportunities. (TNG)

**TRAINING SUPPORT PACKAGES (TSP)** - Lesson plans, training materials and administrative information on all pre-commissioning common core training. (TNG)

**TWO-YEAR PROGRAM** - A complete Senior ROTC program of the same status as the 4-year program. This applies to students who have attended Basic Camp or receive advanced placement credit in lieu of completing the basic course, followed by the advanced course and advanced camp. (P&A)

## U

**UNIT GLIDE PATH EVALUATION (UGPE)** - A process used to determine whether a specific battalion will meet its commission mission for the current Military Science Class 1s (MS1s) mission set by using “by-SSN” retention rates. Further, it provides Historical Opening Enrollment and Peak Enrollment for MS1s, MS2s, MS3s, MS4s, MS5s, MS6s, and Completion cadets. Historical Basic Camp, Historical Commission Missions, Production and Source of Entry are also provided. All data is retrieved from ROTCMMS. (O&E)

**UNIT OPERATIONAL EXECUTIVE SUMMARY (UOES)** – A Summary that provides statistical data derived from ROTCMMS and historical database. Historical summaries are provided for Opening Enrollment, Commissions, Types of Scholarships, and Retention. The summary is used during the Annual Program Review (APR). (O&E)

**UNIT STATUS REPORT (USR)** – A report that provides the status of how a unit is meeting its contract mission, commission mission, and training requirements at Advanced Camp and the percentage of Personnel on hand to staff the unit. The USR is submitted to the Training and Doctrine Command (TRADOC) in January, May, and September. (O&E)

## V

**VIABILITY** – Army and Cadet Command requirement for host Battalions and Extension Centers to contract and commission a set number of Lieutenants annually. (O&E)

**VISITS REPORT** – A report that provides a unit performance snapshot useful for preparing visitors or assistance team members with information prior to a visit. This report is used during the Annual Program Review (APR) as the primary document for briefing unit status. (O&E)

**VOLUNTARY BREACH** - Any intentional act or omission on the part of a cadet that is done with knowledge that this act or omission will violate the terms of the contract. (P&A)

## W

**WAIVER** - An exception to the established enrollment eligibility/retention standards which governs entry into or retention in the SROTC program. Waivers are approved at the Region or Cadet Commands level depending on the disqualifying factors. Any level may disapprove a waiver request. (P&A)

## X

## Y

## Z



## **SECTION VI**

### **GLOSSARY OF ABBREVIATIONS**

#### **A**

<b><u>AAR</u></b>	AFTER-ACTION REVIEW
<b><u>AAS</u></b>	AIR ASSAULT SCHOOL
<b><u>ABN</u></b>	AIRBORNE (SCHOOL)
<b><u>ACF</u></b>	ARMY COLLEGE FUND
<b><u>ACT</u></b>	AMERICAN COLLEGE TEST
<b><u>ACTAP</u></b>	ADVANCED CAMP TRAINING ASSESSMENT PROGRAM
<b><u>AFAST</u></b>	ALTERNATE FLIGHT APTITUDE SELECTION TEST
<b><u>AGR</u></b>	ACTIVE GUARD/RESERVE
<b><u>AI</u></b>	ARMY INSTRUCTOR
<b><u>APFT</u></b>	ARMY PHYSICAL FITNESS TEST
<b><u>APMS</u></b>	ASSISTANT PROFESSOR OF MILITARY SCIENCE
<b><u>APR</u></b>	ANNUAL PROGRAM REVIEW
<b><u>ARNG</u></b>	ARMY NATIONAL GUARD

#### **B**

<b><u>BN</u></b>	BATTALION
<b><u>BOG</u></b>	BATTALION OPERATIONS GUIDE
<b><u>BPMS</u></b>	BATTALION PROSPECT MANAGEMENT SYSTEM
<b><u>BRM</u></b>	BASIC RIFLE MARKSMANSHIP

#### **C**

<b><u>CAP</u></b>	COMMANDER'S ASSISTANCE PROGRAM
<b><u>CBSP</u></b>	CAMPUS BASED SCHOLARSHIP PROGRAM
<b><u>CES</u></b>	CADET EVALUATION SYSTEM
<b><u>CIC</u></b>	COMBAT INDOCTRINATION COURSE
<b><u>CO<sup>2</sup></u></b>	CONSIDERATION OF OTHERS
<b><u>CPDT</u></b>	CADET PROFESSIONAL DEVELOPMENT TRAINING
<b><u>CPFT</u></b>	CADET PRACTICAL FIELD TRAINING
<b><u>CTLT</u></b>	CADET TROOP LEADER TRAINING
<b><u>CTNCO</u></b>	COMPANY TAC NONCOMMISSIONED OFFICER
<b><u>CTO</u></b>	COMPANY TAC OFFICER

#### **D**

<b><u>DA</u></b>	DEPARTMENT OF THE ARMY
<b><u>DAI</u></b>	DIRECTOR OF ARMY INSTRUCTION
<b><u>DAP</u></b>	DEVELOPMENTAL ACTION PLAN
<b><u>DL</u></b>	DISTANCE LEARNING

<u><b>DLL</b></u>	DAY IN THE LIFE OF A LIEUTENANT
<u><b>DMG</b></u>	DISTINGUISHED MILITARY GRADUATE
<u><b>DMS</b></u>	DISTINGUISHED MILITARY STUDENT

## **E**

<u><b>ECP</b></u>	EARLY COMMISSIONING PROGRAM
<u><b>ESL</b></u>	ENGLISH-AS-A-SECOND LANGUAGE
<u><b>EST</b></u>	ENHANCED SKILLS TRAINING
<u><b>ESTP</b></u>	ENHANCED SKILLS TRAINING PROGRAM

## **F**

<u><b>FLRC</b></u>	FIELD LEADERSHIP REACTION COURSE
<u><b>FMS</b></u>	FLEET MANAGEMENT SERVICES
<u><b>FTX</b></u>	FIELD TRAINING EXERCISE
<u><b>FY</b></u>	FISCAL YEAR

## **G**

<u><b>GMST</b></u>	GRADED MILITARY SKILLS TEST
<u><b>GPA</b></u>	GRADE POINT AVERAGE
<u><b>GSA</b></u>	GENERAL SERVICES ADMINISTRATION
<u><b>GRFD</b></u>	GUARANTEED RESERVE FORCES DUTY

## **H**

<u><b>HAZMAT</b></u>	HAZARDOUS MATERIAL
<u><b>HBCU</b></u>	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES
<u><b>HBCUP</b></u>	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES PROGRAM

## **I**

<u><b>IMO</b></u>	INFORMATION MANAGEMENT OFFICE
<u><b>IR</b></u>	INSTITUTIONAL REPRESENTATIVE
<u><b>IRR</b></u>	INDIVIDUAL READY RESERVE
<u><b>ITT</b></u>	INDIVIDUAL TACTICAL TRAINING

## **J**

<u><b>JPSC</b></u>	JOB PERFORMANCE SUMMARY CARD
<u><b>JROTC</b></u>	JUNIOR RESERVE OFFICERS' TRAINING CORPS

## **K**

## L

<u>LAB</u>	LEADERSHIP LABORATORY
<u>LDP</u>	LEADERSHIP DEVELOPMENT PROGRAM
<u>LET</u>	LEADERSHIP, EDUCATION AND TRAINING
<u>LNO</u>	LIAISON OFFICER
<u>LOA</u>	LEAVE OF ABSENCE
<u>LRC</u>	LEADER'S REACTION COURSE

## M

<u>MAP</u>	MARKETING ACTION PLAN
<u>M&amp;PA</u>	MARKETING AND PUBLIC AFFAIRS
<u>MALO</u>	MILITARY ACADEMY LIAISON OFFICER
<u>MC</u>	MILITARY COLLEGE
<u>METL</u>	MISSION ESSENTIAL TASK LIST
<u>MIR</u>	MILITARY INSTITUTIONAL REPRESENTATIVE
<u>MJC</u>	MILITARY JUNIOR COLLEGE
<u>MMB</u>	MISSION MANAGEMENT BRIEFER
<u>MMS</u>	MISSION MANAGEMENT SYSTEM
<u>MS</u>	MILITARY SCIENCE
<u>MWT</u>	MOUNTAIN WARFARE TRAINING

## N

<u>NAC</u>	NATIONAL AGENCY CHECK
<u>NACPS</u>	NATIONAL ADVERTISING CONTRACT PAYMENT SYSTEM
<u>NCLEX</u>	NATIONAL COUNCIL OF LICENSURE EXAMINATION
<u>NDCC</u>	NATIONAL DEFENSE CADET CORPS
<u>NSTP</u>	NURSE SUMMER TRAINING PROGRAM
<u>NWT</u>	NORTHERN WARFARE TRAINING

## O

<u>O&amp;E</u>	OPERATIONS & EVALUATION DIRECTORATE
<u>OBC</u>	OFFICER BASIC COURSE
<u>OCONUS</u>	OUTSIDE THE CONTINENTAL UNITED STATES
<u>OCS</u>	OFFICER CANDIDATE SCHOOL
<u>OES</u>	OFFICER EDUCATION SYSTEM
<u>OMA</u>	OPERATIONS MAINTENANCE ARMY
<u>OPORD</u>	OPERATIONS ORDER
<u>OTRA</u>	OTHER THAN REGULAR ARMY

## P

<u>P&amp;A</u>	PERSONNEL & ADMINISTRATION DIRECTORATE
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<u>PAE</u>	PHYSICAL APTITUDE EXAMINATION
<u>PCT</u>	PRECOMMISSIONING COMMON CORE TRAINING
<u>PEC</u>	PROGRAM EFFICIENCY CLOSURE
<u>PME</u>	PROFESSIONAL MILITARY EDUCATION
<u>PMS</u>	PROFESSOR OF MILITARY SCIENCE
<u>POI</u>	PROGRAM OF INSTRUCTION
<u>PTNCO</u>	PLATOON TAC NONCOMMISSIONED OFFICER
<u>PTO</u>	PLATOON TAC OFFICER

## Q

<u>QUEST</u>	QUERIES UTILIZATION AND EXCHANGE - STUDENT TRACKING
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## R

<u>RA</u>	REGULAR ARMY
<u>RAC</u>	REGIMENTAL ACTIVATION CEREMONY
<u>RAP</u>	REGIMENTAL AFFILIATION PROGRAM
<u>RAS</u>	REGIONAL ACCOUNT SUPERVISOR
<u>RC</u>	RESERVE COMPONENTS
<u>RCPS</u>	ROTC CADET PAY SYSTEM
<u>RECONDO</u>	RECONNAISSANCE COMMANDO DOUGHBOY
<u>RF</u>	RESERVE FORCES
<u>RM</u>	RESOURCE MANAGEMENT
<u>ROO</u>	RECRUITING OPERATIONS OFFICER
<u>ROTC</u>	RESERVE OFFICERS' TRAINING CORPS
<u>ROTCMMS</u>	ROTC MISSION MANAGEMENT SYSTEM
<u>RPI</u>	RECRUITING PUBLICITY ITEM
<u>RTNCO</u>	REGIMENTAL TAC NONCOMMISSIONED OFFICER
<u>RTO</u>	REGIMENTAL TAC OFFICER

## S

<u>SAI</u>	SENIOR ARMY INSTRUCTOR
<u>SAT</u>	SCHOLASTIC APTITUDE TEST
<u>SOCC</u>	SCHOOL OF CADET COMMAND
<u>SMART</u>	STRATEGIC, MARKETING, ADVERTISING, AND RECRUITING TOOL
<u>SMP</u>	SIMULTANEOUS MEMBERSHIP PROGRAM
<u>SROTC</u>	SENIOR RESERVE OFFICERS' TRAINING CORPS
<u>STAR-T</u>	SITUATION, TASK, ACTION, RESULT, TIME
<u>STX</u>	SITUATIONAL TRAINING EXERCISE
<u>SY</u>	SCHOOL YEAR

## T

<u>TAC</u>	TRAIN-ASSESS-COUNSEL
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<u><b>TAG</b></u>	THE ADJUTANT GENERAL
<u><b>TDA</b></u>	TABLE OF DISTRIBUTION AND ALLOWANCES
<u><b>TNG</b></u>	TRAINING
<u><b>TPU</b></u>	TROOP PROGRAM UNIT
<u><b>TRADOC</b></u>	TRAINING AND DOCTRINE COMMAND
<u><b>TSP</b></u>	TRAINING SUPPORT PACKAGE

**U**

<u><b>UGPE</b></u>	UNIT GLIDE PATH EVALUATION
<u><b>UOES</b></u>	UNIT OPERATIONAL EXECUTIVE SUMMARY
<u><b>USAR</b></u>	U.S. ARMY RESERVE
<u><b>USAREC</b></u>	U.S. ARMY RECRUITING COMMAND
<u><b>USMA</b></u>	U.S. MILITARY ACADEMY
<u><b>USR</b></u>	UNIT STATUS REPORT

**V**

<u><b>VEAP</b></u>	VETERANS' EDUCATION ASSISTANCE PROGRAM
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**W**

**X**

**Y**

**Z**